

# Memorandum



**Date:** December 14, 2004

**To:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager

**Subject:** Report – Update on Countywide Branding efforts

Agenda Item No. 11(B)2

This past April, the Board of County Commissioners approved a Vision Statement for Miami-Dade County: "Delivering Excellence Every Day." That Vision Statement, along with a refreshed logo for Miami-Dade County, launched our efforts to create a County "brand" that clearly identifies and represents all of the services and programs we provide for our constituents. Our citizens are touched by the County in some way each and every day; it is important that we effectively communicate the many valuable services we provide and how their tax dollars are being spent. We will be launching a public education effort around our County brand in the next few months. But we have already begun the implementation of other elements of the branding program you approved, and are pleased to provide you with this update. A full presentation will be provided.

While a brand is much more than a logo, the first step in the launching of our brand has been unifying our visual identity. As we have previously reported to you, prior to the implementation of the branding program, more than 55 logos were used by our County Departments. Often times, the logos did not even include the County "hook," making their connection to the County practically non-existent. I believe that, in turn, this has led to confusion in terms of what services we provide, and the extent to which we provide them. Any and every service provided by the County with tax payer dollars should be clearly reflected as that; identifying which particular County Department is providing the service is much less important.

The branding style guide you approved set forth the parameters of how we identify who we are and what we do. It distinguishes us from the private sector and from our municipal partners. It provides an opportunity for us to tie together all of the many different things we do, so that our residents readily understand everything we provide. In June, I sent out a memo to our Department Directors outlining the Branding program that you charged me with implementing. Our Communications Department has met with most of the larger departments, as well as those departments exempt from using our new County logo. All other departments have been instructed to immediately begin using the new County branding standards when they re-order or replenish business forms and stationary, or replace assets, or when they produce collaterals (e.g. newsletters, brochures, informational literature, business forms, etc.). Our new logo will be phased in, resulting in minimal to no costs for the County. I am pleased with the spirit of cooperation from our departments and the acknowledgement that there is a huge benefit to be derived from the use of our County logo to identify the vast array of excellent services and programs we manage.

As with any new process, however, there is often the need to make adjustments in our implementation. For example, the revised County Memorandum, in a more user-friendly WORD format, has been adjusted to accommodate the Commission agenda processing needs. A Branding Users Group, with representatives from various County departments instrumental in the branding effort, has been and will continue to meet to review issues as they may arise and make appropriate recommendations.

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The following reflects some of our implementation efforts:

Construction Signage:

Construction signage provides one of the best opportunities for us to showcase the many projects we are developing across the County. More than 300 of our new construction signs have been installed throughout the County, many times replacing signs that are faded or have outdated information. With the new People's Transportation Plan projects hitting our streets, these signs reinforce the message that we are using our resources to improve our community, and that the improvements that were promised are being implemented. In addition, all construction signage is now coordinated through the GSA's Construction Management and Renovation Services, Graphics and Signage Section, ensuring uniformity and a consistent message.

Stationary:

Prior to the implementation of the Branding program, a handful of different designs, often within one single department, were very common in the County. This creates a very confusing, inconsistent message for our residents. Multiple business card designs also made it difficult for citizens to readily identify when they are dealing with a County employee. Templates were designed for all business correspondence, including letterhead, business card and desk pads. One standard template was also designed for all "exempt" departments, to promote co-branding while ensuring a tie to the standard template. Departments have been advised to deplete their existing stock of stationary. Our GSA print shop coordinates the majority of the off-set printing for our stationary. Outside vendors that provide some of the printing services have been provided with the new templates.

County Employee Identification:

Having visually similar identification cards for our employees is one other way of making sure our citizens know when they are interacting with County employees. As you know, our initial phase of photo identification at the Stephen P. Clark Center (SPCC) building has been completed. This photo ID incorporates our new Branding "look," and readily allows our employees to be identified as working, not only in this building, but for the County. The Communications Department, in conjunction with the Branding Users Group, will be working with Departments located outside of the SPCC in incorporating this new design whenever technically possible on identification cards for those buildings and departments.

Fleet:

Even more so than construction signs, our fleet provides the best opportunity for us to re-enforce our brand presence. In short, our vehicles are moving billboards for the County. Miami-Dade has more than 8,281 light vehicles (cars) in our fleet, as well as an additional 2,885 vehicles (Fire trucks, garbage trucks, transfer trailers, vans, 1 ton pick-ups, etc.), and 603 other vehicles (bulldozers, farm tractors, forklifts, etc.). Departments with distinctive vehicles, such as Transit (643 full size buses, 181 minibuses, 136 rail cars, and 29 mover cars), Solid Waste and Public Works, present an excellent opportunity for us. Our GSA Fleet staff will begin decaling new vehicles through the replacement cycle. Vehicles with our refreshed logo and Vision Statement will be rolled out in the next three to four weeks. Our Public Works Department stands out as an example of how to maximize our new look. Their new, recently unveiled Mosquito Control helicopter is very visually appealing with its distinctive Miami-Dade colors and logo. It is clear from looking at the helicopter that the County is providing this important service. It is that type of visual recognition that we hope to reinforce through all of our products, whenever possible. Hon. Chairperson and Members

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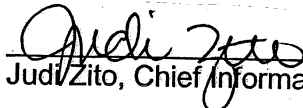
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Collaterals:

In addition to their new helicopter's design, the Public Works Department stands out as an example of cooperation in the implementation of our branding program. The invitations for the unveiling of the helicopter, for example, used the new branding look. The new County Strategic Plan book also used design elements consistent with our branding style. While we expect and encourage our departments to be creative in the design of their informational materials, it is also important that there is a visual link that clearly relays the message that this is - foremost - a County program or service. Our newspaper advertising follows this approach, using only our new County logo as the main identifier. This is also the case with employee uniforms. With the exception of public safety departments, all other County departments are being asked to review their current uniform program to determine how to incorporate the new logo during the regular uniform replacement cycle. A departmental identifier has been created for those departments that utilize uniforms, to allow residents to readily see that the employee works for the County, but for a specific department.

The concept of a brand identifier is intended to reinforce our common message – our “brand.” Our new logo is only a part of our “branding” program. Equally as important is ensuring that our employees are able to deliver on our promise of efficiency and effectiveness. We have begun working to incorporate our brand message into our new employee orientation process, Service Excellence Training and other employee-oriented programs. We will be looking at ways to recognize those employees that embrace and proactively represent our County brand. Our Strategic Plan and Community Scorecard also provide opportunities for us to advance our message further.

There is certainly no doubt that we have excellent departments with outstanding services. However, we cannot afford to have our residents lose sight of the fact that these are County services. Just as ‘luxury’ is synonymous with Ritz Carlton hotels, and ‘family-friendly’ with Disney, we want our citizens to think of efficient and effective services each and every time they hear “Miami-Dade County,” see our County logo or receive our many services. With that in mind, in addition to launching a countywide public education effort, our Communications Department has been tasked with working with our departments to ensure that all departmental marketing efforts support our overall goals and reinforce one common message. We will continue to update you regularly on the progress of our Brand program implementation.

  
Judi Zito, Chief Information Officer